

June 22<sup>nd</sup>, 2012

## **Investment** Idea

#### **YES BANK LIMITED**

HOLD

**Yes Bank Ltd**. is engaged in providing a range of banking and financial services. The bank operates in four segments: treasury, corporate / wholesale banking, retail banking and other banking operations. Following the success of its version 1.0 strategy, the bank has embarked on a version 2.0 strategy.

- Total business continues to grow at more than industry growth rate Despite having major exposure to the corporate loans which largely includes infrastructure credit, the advances continues to beat the industry credit growth. The growth in the industry's corporate credit moderated during the last few quarters to around 14% Y-o-Y. However, bank's advances have grown at a CAGR of 22% as on March 31<sup>st</sup> 2012 since FY09. However, during FY12, the advance growth of the bank too moderated form its historical trends, following the rate hike pressure during the year.
- Asset quality remains strong As on March 31<sup>st</sup> 2012, total gross NPA of the industry stood at around Rs 1.2tn, which has grown by around 40% Y-o-Y. Notwithstanding, the asset quality of the bank has remained firm as GNPA of the bank has grown by only 4% Y-o-Y in FY12.
- Stable NIM due to increase in CASA Yes Bank is one of the few banks which increased the saving a/c rates following its deregulation. As a result, the CASA share, which remained the lowest in the industry at 10% has jumped to 15% in FY12. The bank has stated that it plans to take it to 20% in the upcoming periods. Going forward, we therefore believe that higher CASA share will protect its margin.
- **Diversification in retail business** Historically, the bank has majorly positioned itself in the big ticket corporate loan with almost nil exposure to the retail segment. However, during the last 2 years the bank has started diversifying into the retail segment. Increase in the retail exposure is likely to help maintain its margins.

## Based on a standalone FY15 P/ABV multiple of 1.63, the fair value for the company works out to Rs 398/share

| Financial Snapshot (Standalone) |        |        |        |        |        |         |         |
|---------------------------------|--------|--------|--------|--------|--------|---------|---------|
| Projections (Rs Mn)             | FY09   | FY10   | FY11   | FY12   | FY13E  | FY14E   | FY15    |
| Interest income                 | 20,033 | 23,697 | 40,417 | 63,074 | 79,542 | 98,159  | 117,324 |
| % growth                        |        | 18%    | 71%    | 56%    | 26%    | 23%     | 20%     |
| Other Income                    | 4,350  | 5,755  | 6,233  | 8,571  | 10,340 | 12,761  | 15,252  |
| % growth                        |        | 32%    | 8%     | 38%    | 21%    | 23%     | 20%     |
| Total income                    | 24,383 | 29,452 | 46,650 | 71,645 | 89,883 | 110,920 | 132,576 |
| % growth                        |        | 21%    | 58%    | 54%    | 25%    | 23%     | 20%     |
| Operating expenditure           | 4,185  | 5,002  | 6,798  | 9,325  | 13,872 | 16,639  | 17,308  |
| % growth                        |        | 19%    | 36%    | 37%    | 49%    | 20%     | 4%      |
| Provisions & contingencies      | 2,238  | 3,856  | 4,633  | 5,632  | 7,163  | 8,640   | 11,609  |
| % growth                        |        | 72%    | 20%    | 22%    | 27%    | 21%     | 34%     |
| Net income                      | 3038   | 4777   | 7271   | 9770   | 12225  | 15712   | 1935    |
| EPS                             | 10     | 14     | 21     | 28     | 35     | 45      | 55      |
| BVPS                            | 55     | 91     | 109    | 132    | 163    | 200     | 246     |
| ABVPS                           | 53     | 91     | 109    | 132    | 162    | 199     | 245     |
| P/E                             |        |        |        |        | 9.59   | 7.46    | 6.05    |
| Price/ BV                       |        |        |        |        | 2.04   | 1.66    | 1.35    |
| Price/ ABV                      |        |        |        |        | 2.05   | 1.67    | 1.3     |

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| Recommendations   | <= 1 year | 1 - 2 yrs | 2 - 5 yrs |  |  |  |
|---|-----------|-----------|-----------|--|--|--|
| Strong Buy  |           |           |           |  |  |  |
| Buy   |           |           |           |  |  |  |
| Hold  |           |           |           |  |  |  |
| Reduce  |           |           |           |  |  |  |
| Sell  |           |           |           |  |  |  |
| <b>Strong Buy</b> – Expected Returns > 20% p.a.<br><b>Buy</b> – Expected Returns from 10 to 20% p.a.<br><b>Hold</b> – Expected Returns from 0 % to 10% p.a.<br><b>Reduce</b> – Expected Returns from 0 % to 10% p.a. with possible downside risk<br><b>Sell</b> – Returns < 0 % |           |           |           |  |  |  |



| STOCK DATA                        |                             |       |       |               |  |
|-----------------------------------|-----------------------------|-------|-------|---------------|--|
| 3SE / NSE Code 532648 / YESBAN    |                             |       |       |               |  |
| Bloomberg Code                    |                             |       | YESB/ | ANK in Equity |  |
| No. of Shares (Mn)                |                             |       |       | 353           |  |
| Sensex / Nifty                    |                             |       |       | 16895 / 5120  |  |
| PRICE DATA                        |                             |       |       |               |  |
| CMP Rs (20th June. 2012)          |                             |       |       | 332.1         |  |
| Beta                              |                             |       |       | 1.44          |  |
| Market Cap ( Rs mn)               |                             |       |       | 117210        |  |
| 52 Week High-low                  | 2 Week High-low 389.50/ 230 |       |       |               |  |
| Average Daily Volume              |                             |       |       | 380,442       |  |
| STOCK RETURN (%)                  |                             |       |       |               |  |
|                                   | 30D                         | 3M    | 6M    | 1Y            |  |
| Yes Bank                          | 6.5%                        | -9.3% | 36.8% | 14.2%         |  |
| Sensex                            | 4.6%                        | -2.4% | 11.3% | -3.5%         |  |
| Nifty                             | 4.7%                        | -2.9% | 12.7% | -2.6%         |  |
| SHARE HOLDING PATTERN (%)         |                             |       |       |               |  |
| Promoters                         |                             |       |       | 26.1          |  |
| Institutional                     |                             |       |       | 62.2          |  |
| Non Institutional 11.             |                             |       |       |               |  |
| Total                             |                             |       |       | 100.0         |  |
| 1 Year Price Performance (Rel. to | Sensex)                     |       |       |               |  |

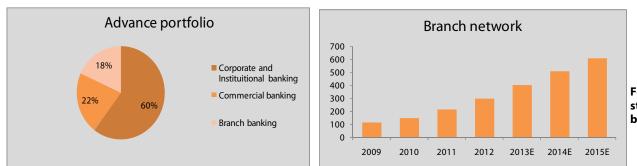




June 22<sup>nd</sup>, 2012

#### **BUSINESS PROFILE**

Yes Bank Ltd is engaged in providing a range of banking and financial services. It operates in four segments viz. treasury, corporate/wholesale banking, retail banking and other banking operations. The treasury segment includes investments, all financial markets activities undertaken on behalf of the bank's customers, trading, maintenance of reserve requirements and resource mobilization from other banks and financial institutions. The corporate/wholesale banking segment includes lending, deposit taking and other services offered to corporate customers. The retail banking segment includes lending, deposit taking and other services offered to retail customers. The other banking operations segment includes parabanking activities, such as third-party product distribution and merchant banking. At the beginning of FY11, the bank embarked on an ambitious journey into the next phase of growth and launched YES BANK - VERSION 2.0, with an aim of building the best quality bank in the World. Version 2.0 is clearly the most stimulating phase in the life cycle of YES BANK with a vision of establishing 750 branches, 3000 ATMs, 12,000 employees, Rs 1.25tn deposit base, Rs 1tn. loan book and Rs 2.25tn balance sheet size by 2015.



#### **Credit portfolio**

Credit portfolio of the bank primarily consists of corporate and institutional banking (C&IB), commercial banking and branch banking. C&IB division involves credit and the allied services to the corporate clients with a turnover of more than Rs 20bn. The commercial banking division mainly concentrates on the midsized corporate clients with a turnover between Rs 2bn to 20bn. The bank originates retail credit through branch banking division. Besides the credit generation, all the segments provide allied activities such as advisory services, net banking, phone banking etc. Historically the C&IB division has dominated the total advances of the bank with around 60% share followed by 22% share of commercial banking. However, with the strategy to diversify its credit portfolio the bank has been continuously reducing its corporate loan book share in the total advances.

#### The bank targets to increase the branch network to 750 by FY15

With a plan to further augment the retail base, the bank has maintained an ambitious target to more than double its branch network from 300 to 750 by FY15. We therefore believe that saving a/c deposits will continue to increase on account of increase in retail presence. The bank has stated that it plans to increase CASA share to 20% by FY15 from 15% currently. However, we have pegged the branch network at 600 by FY15.

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#### Distinction of obtaining RBI's Greenfield banking license

One of the fastest growing private sector banks

Following Version 2.0 strategy for the rapid business growth

Exposure mainly comprises of corporate loans

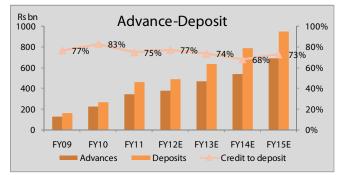
Plans to increase number of branches to 750 by FY15

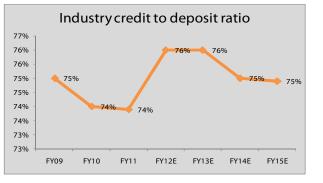


Page | 2



### **BUSINESS PERFORMANCE**





#### Better credit to deposit than the industry

Better advance growth than the industry advance growth has helped the bank to achieve superior credit to deposit ratio during the last few years. Historically the bank's advances have grown at a CAGR of 45% during the last 4 years, while the industry credit has grown at a CAGR of 22%.

#### Knowledge driven banking helps the bank to achieve superior credit growth

Since inception the bank has a very clear strategy to focus only on those areas where the bank has expertise. Consequently, the bank has maintained majority of the exposure towards big ticket corporate loans on the back of skilled analytical teams of professionals. As a result, the bank could expand its total business activities at almost 2.5 times the industry growth rate.



Knowledge driven banking helped to achieve superior growth

Better credit to deposit at

77%

Fall in the share of corporate loans

Diversification into the

retail space

#### Diversification into the retail space

The bank has diversified its credit base from a corporate loan portfolio to the retail portfolio. During its initial growth stage, it rapidly increased the credit portfolio with the majority of exposure towards corporate loans (C&IB and commercial banking). However, post FY09, the bank has been gradually increasing the retail base. Going forward,, the bank has stated that it will continue enhancing its retail base. However, diversification may come at the cost of lower growth in the credit portfolio, as industry's retail credit has grown at a CAGR of 21% for the last 6 years as compared to 29% CAGR in industry credit. Accordingly, we have pegged the forward CAGR in advances at 22%, lower than its historical growth rate of more than 40%. Nevertheless, credit growth of the bank will continue to outperform the industry credit growth in the upcoming periods.

Page | 3

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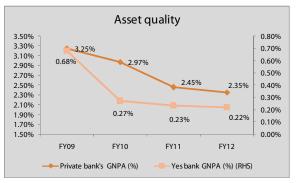
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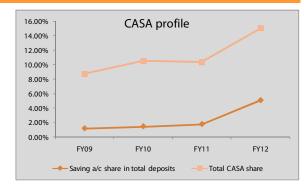
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June 22<sup>nd</sup>, 2012

### **BUSINESS PERFORMANCE (contd...)**





Better asset quality than the industry

#### Beats the asset quality of the industry

The bank has one of the most sound asset qualities in the industry. Despite maintaining higher exposure to the sectors like power, telecommunication, cement, roads and ports etc., the bank's asset quality has comprehensively beaten the industry's asset quality. GNPA ratio of the bank stood at an average 0.50% during the last four years, while GNPA ratio of all private sector banks stood at around 2.30% GNPA ratio for the similar period. On account of the strong asset quality, the bank has been able to contain provisioning expenses. As a percentage of the pre provisioning profit, it stood at 1% in FY12. However, advances restructured during FY12 has grown to Rs 2.04bn from Rs 0.9bn in FY11 owning to the high stress across all the sectors during the last year.

#### Increase in saving a/c rates has increased its CASA base

Commensurate with its strategy to diversify into retail space, the bank wanted to expand its retail deposit base which remained way below than the industry average. CASA share stood at 10% in FY11 as compared to average 40% of the industry. However, post deregulation of the saving rates by the central bank, Yes bank increased the interest on saving deposits to 7% from 4%. As a result during FY12, the saving deposits have increased to Rs 25bn from Rs 8bn, an increase of 200% Y-o-Y. Consequently, it helped the bank to secure 15% CASA share in FY12. Going forward, the bank has maintained a target of 20% CASA share by FY15. We believe that the bank is likely to achieve its target as it has been continuously increasing branch network across tier I and II cities.

#### Peer comparison

| Peer Group Comparsion |              |      |       |          |         |  |
|-----------------------|--------------|------|-------|----------|---------|--|
| Companies Rs Mn       | Total income | NIM  | CAR   | P/ E (x) | P/B (x) |  |
| Yes Bank              | 71645        | 2.6% | 17.9% | 11.92    | 2.49    |  |
| ING Vysya Bank        | 45265        | 3.1% | 14.0% | 11.49    | 1.32    |  |
| FY12figures           |              |      |       |          |         |  |

NIM of Yes Bank has remained lower than that of peer. ING Vysya Bank could achieve better NIM on account of better deposit mix. However, going forward, likely increment in the saving deposits may improve the NIM of Yes Bank. With respect to other parameters such as total business growth, asset quality and capital adequacy, Yes Bank has considerably beaten its peer. At the current market price, the stock is trading at 2.49 (x) trailing book value and 1.34(x) FY15E book value which looks attractive considering expected RoE of 24.61% in FY15.

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Amount of assets restructured increased during FY12

Increase in saving a/c increased the saving deposit share

Management has a target to increase the CASA share to 20% by FY15



Page | 4



June 22<sup>nd</sup>, 2012

#### Based on a standalone FY15 P/ABV multiple of 1.63, the fair value for the company works out to Rs 398/share

VALUATION

We estimate that the company's NII will increase at a CAGR of 27% over FY2012-15 to Rs 33.02bn and PAT to grow at a

CAGR of 26% over FY2012-15 to Rs 19.35bn.

Based on a standalone FY15 P/ABV multiple of 1.63, the fair value for the company works out to Rs 398/share.

We recommend a "HOLD" rating on the stock.

| Financial Analysis and Projections (Standalone) |        |        |        |        |        |         |         |
|---|--------|--------|--------|--------|--------|---------|---------|
| Particulars (Rs Mn)                             | FY09   | FY10   | FY11   | FY12   | FY13E  | FY14E   | FY15E   |
| Interest income                                 | 20,033 | 23,697 | 40,417 | 63,074 | 79,542 | 98,159  | 117,324 |
| Other income                                    | 4,350  | 5,755  | 6,233  | 8,571  | 10,340 | 12,761  | 15,252  |
| Total income                                    | 24,383 | 29,452 | 46,650 | 71,645 | 89,883 | 110,920 | 132,576 |
| Interest expended                               | 14,921 | 15,818 | 27,948 | 46,917 | 56,623 | 69,929  | 84,299  |
| NII   | 5,112  | 7,880  | 12,469 | 16,156 | 22,919 | 28,231  | 33,024  |
| Operaing income                                 | 9,462  | 13,635 | 18,702 | 24,728 | 33,260 | 40,991  | 48,277  |
| Operating expenditure                           | 4,185  | 5,002  | 6,798  | 9,325  | 13,872 | 16,639  | 17,308  |
| PPP   | 5,277  | 8,633  | 11,904 | 15,402 | 19,388 | 24,352  | 30,968  |
| Provisions & contingencies                      | 2,238  | 3,856  | 4,633  | 5,632  | 7,163  | 8,640   | 11,609  |
| Net income                                      | 3,038  | 4,777  | 7,271  | 9,770  | 12,225 | 15,712  | 19,359  |
| EPS   | 10     | 14     | 21     | 28     | 35     | 45      | 55      |
| BVPS  | 55     | 91     | 109    | 132    | 163    | 200     | 246     |
| ABVPS   | 53     | 91     | 109    | 132    | 162    | 199     | 245     |
| Valuation Ratios (x)                            |        |        |        |        | FY13E  | FY14E   | FY15E   |
| P/E   |        |        |        |        | 9.59   | 7.46    | 6.05    |
| Price/ BV                                       |        |        |        |        | 2.04   | 1.66    | 1.35    |
| Price/ ABV                                      |        |        |        |        | 2.05   | 1.67    | 1.36    |

| <b>Balance Sheet (Standalor</b> | ne)     |         |         |         |         |           |           |
|---------------------------------|---------|---------|---------|---------|---------|-----------|-----------|
| Particulars (Rs Mn)             | FY09    | FY10    | FY11    | FY12    | FY13E   | FY14E     | FY15E     |
| Source of funds                 |         |         |         |         |         |           |           |
| Capital                         | 2,970   | 3,397   | 3,471   | 3,530   | 3,530   | 3,530     | 3530      |
| Reserves & Surplus              | 13,272  | 27,499  | 34,469  | 43,237  | 53,884  | 67,069    | 83198     |
| Total Sharholders Funds         | 16,242  | 30,896  | 37,941  | 46,766  | 57,414  | 70,599    | 86,728    |
| Deposits                        | 161,694 | 267,986 | 459,389 | 491,517 | 638,700 | 791,100   | 950494    |
| Borrowings                      | 21,891  | 47,491  | 66,909  | 141,565 | 199,838 | 239,244   | 278650    |
| Other Liabilites and Provisions | 29,181  | 17,453  | 25,831  | 56,773  | 80,029  | 144,815   | 249619    |
| TOTAL LIABILITIES               | 229,008 | 363,825 | 590,070 | 736,621 | 975,981 | 1,245,758 | 1,565,492 |
| Application of funds            |         |         |         |         |         |           |           |
| Cash and balances with RBI      | 12,777  | 19,953  | 30,760  | 23,325  | 38,322  | 43,510    | 52277     |
| Balances with banks             | 6,450   | 6,779   | 4,200   | 12,530  | 16,282  | 20,167    | 24230     |
| Investments                     | 71,170  | 102,099 | 188,288 | 277,574 | 409,066 | 538,746   | 579313    |
| Advances                        | 124,031 | 221,931 | 343,636 | 379,886 | 470,053 | 538,932   | 691032    |
| Fixed Assets                    | 1,311   | 1,155   | 1,324   | 1,771   | 1,390   | 1,410     | 1474      |
| Other Assets                    | 13,269  | 11,907  | 21,861  | 41,535  | 40,868  | 102,992   | 217165    |
| TOTAL ASSETS                    | 229,008 | 363,825 | 590,070 | 736,621 | 975,981 | 1,245,758 | 1,565,492 |

#### Particulars FY12 FY13E FY14E FY15E Interest income as % of AWF\* 9.51% 9.29% 8.84% 8.35% Other income as % of AWF\* 1.29% 1.21% 1.15% 1.09% Cost to income ratio 37.71% 41.71% 40.59% 35.85% Advance growth 10.55% 23.74% 14.65% 28.22% Deposit growth 6.99% 29.94% 23.86% 20.15% Cost of deposits 8.08% 7.24% 7.14% 7.04% Yield on funds 12.24% 11.89% 11.89% 12.39% Spread 4.15% 465% 4.75% 5.34% NIM 2.60% 2.87% 2.77% 2.70% Yield on investments 7.93% 8.31% 7.93% 7.23% \*AWF is average total assets



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Page | 5

Key working ratios



June 22<sup>nd</sup>, 2012

| <b>Board of Direct</b> | ctors |                                       |   |
|------------------------|-------|---------------------------------------|---|
| Director Name          | e     | Current Position                      | Description   |
| Mr Rana Kapoor         |       | Chief Executive Officer               | Mr. Rana Kapoor serves as Chief Executive Officer, Managing Director and Wholetime Director of Yes Bank Limited. He<br>holds an MBA from Rutgers University in New Jersey, U.S.A. and a Bachelor's degree in Economics (Honors) from the<br>University of Delhi. A professional entrepreneur, Mr. Kapoor has decades of banking experience to his credit. Prior to<br>joining YES BANK, he was the Chief Executive Officer and Managing Director of Rabo India, responsible for all its business<br>activities, including Corporate Finance and Investment Banking. He was also the Managing Partner in RIF, where he<br>established a joint venture financial services organization with Rabobank in India . In the short span of five years, Mr.<br>Kapoor developed RIF to be amongst the top five corporate and investment banking houses in India , and RIF has been<br>recognized for exhibiting the country strategy within Rabobank's international operations. Under his leadership, RIF<br>evolved into a robust financial services organization, with lasting value and an excellent future outlook. Under his<br>leadership, ANZIB emerged as one of the strongest investment banks in India . It was awarded the International Finance<br>Review (IFR)'s 'Loan House of the Year' for 1997 and 'Power Project Finance Team in India ' for 1997 by GLOBAL FINANCE .<br>In the Merchant Banking area, its competitive position improved dramatically from 193rd to 6th under Mr. Kapoor's<br>leadership. During his tenure, Bank of America emerged as the wholesale corporate bank in India . Mr. Kapoor was<br>awarded the CEO's Award by the Chairman of Bank of America, the highest professional recognition for consistent,<br>performance excellence. He has recently been appointed as the Chairman of CII's Banking Committee for the year 2005-06. |
| Mr Surindar Kapoor     |       | Chairman                              | Mr. Surrinder Lal Kapur is Independent Non-Executive Part Time Chairman of the Board of Yes Bank Limited since April 27, 2010. He served as Independent Director of the Bank. He is M.A. (Maths) and a Law graduate. He has also completed his training in Public Administration, National Academy of Administration, Mussoorie. He retired as a member of the Board for industrial and financial Reconstruction(BIFR), a statutory body set up by the Government Of India with a mandate to revive and rehabilities the sick industrial enterprises. He had also worked as secretary to the Governament of India, Department of saml Scale industries & agro and rural industries (Ministry of Industry) and Ministry of Food Processing Industries. He had also served as joint secretary in Ministry of Industrial Development (incharge of secretariat for Industrial Approvals and Industrial Policy) Earlier he had worked for 25 years with the Government if Punjab on various assignments including chief secretary to the government of Punjab. He does not hold any shares of the Bank. Presently he is the chairman of the board remuneration Committee and a member of audit & compliance committee and Fruad Monitoring Committee of the Bank.  |
| Mr Alok Raatogi        |       | President                             | Mr. Alok Rastogi is Group President and Chief Operating Officer at Yes Bank Limited. He leads all localized/decentralized<br>branch operation activities which include Clearing Operations and Localized CMS Operations. Alok is involved in creating<br>the significantly important total Service proposition at the branch level, and works closely with all the Business Heads, to<br>provide the necessary touch points and enhance and offer superior customer experiences at YES BANK. Alok, an alumnus<br>of IIM Kolkata, brings with him over 12 years of experience in business planning and operations. Prior to joining YES BANK,<br>he was the Senior Vice President & Dy. SCOO (Sr. Country Operations Officer) with Citibank N.A., India, in their Corporate<br>and Institutional Banking business vertical, where he was responsible for enhancing the service quality with a focus on<br>driving synergies and improving productivity across all branches and eServe to strengthen their cash and trade<br>operational delivery, before which he was instrumental in integrating Front-end Branch Operations and Service Deliveries<br>across the Corporate & Consumer Bank, at Citibank, India. As a part of Business Planning, Alok has played a role in<br>developing strategic plans and initiatives and provide support to all functions in the India Cluster. During his tenure at<br>Citibank, he also headed the International Trade Operations division in Mumbai. Alok, after completing his Engineering<br>from Delhi College of Engineering, worked with Tata Motors at Pune, where he was responsible for devising and<br>implementing a comprehensive plan for the fabrication of tooling for their various products.   |
| Mr Umesh Jain          |       | Chief Information Officer             | Mr. Umesh Jain is President and Chief Information Officer of Yes Bank Limited. He spearheads the Information Technology<br>initiatives and is responsible to further fortify the Bank's technology edge and to continue its growth trajectory supported<br>by Technology led innovations. He is also responsible for driving innovation projects, and developing strategic planning<br>guidelines in accordance with the Business Strategy of the Bank leveraging and building upon Class Technology as a key<br>pillar and differentiator of YES BANK. Umesh brings with him 14 years of national and international experience across USA,<br>Europe, Middle East and Africa, and has managed highly visible, multi geography driven strategic projects and programs<br>under various operating models including centralizing, outsourcing and off-shoring. Prior to joining YES BANK, Umesh was<br>the Business Head - Corporate and Investment Banking Technologies at Citigroup IT Operations and Solutions (CITOS),<br>providing IT services to global clients. He was instrumental in expanding the business and also played a key role in setting<br>up operational processes in the organization. Earlier, in Citigroup, as the Vice President - Technology, EMEA<br>(Europe/Middle East/Africa), Umesh has been a key influencer in program governance and strategy. He has played an<br>active role in setting up the central offshore team for Flexcube rollouts in the EMEA region, and has implemented multiple<br>installations of Flexcube. Umesh is a B. Tech in Manufacturing Sciences and Engineering from the Indian Institute of<br>Technology in Delhi.  |
| Me Rajat Monga         |       | Group President- Financial<br>Markets | Mr. Rajat Monga is Group President- Financial Markets & Chief Financial Officer of Bank Limited. He is spearheading the<br>Financial Markets, Financial Institutions Relationship Management and Investment Management practices in the Bank. He<br>is responsible for building and developing the Financial Markets function in YES BANK focusing on trading and client<br>distribution of FX, Fixed Income, Derivatives and Structured Products in addition to balance sheet management. Rajat is<br>also responsible for institutionalizing practices in all aspects of financial accounting, taxation, technology based<br>Management Information Systems and expense management. His role also includes ensuring the integrity of all aspects of<br>Financial Management in fullest compliance with the Bank's accounting standards and Corporate Governance policies.<br>Rajat brings with him considerable and experience in the areas of Balance Sheet Management, Treasury Management,<br>Financial Markets and Product Development. Prior to joining YES BANK, Rajat was working with Rabo India Finance as the<br>Head, Financial Markets, India. He has also worked with the Unit Trust of India as a part of the Market Operations<br>Department where he co-managed four equity mutual fund schemes, along with undertaking secondary market debt<br>operations for all debt mutual fund schemes. Rajat is an engineer from IIT Delhi and holds a postgraduate diploma in<br>Management from IIM, Ahmedabad.  |
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Page | 6



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